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TAB C

DA LIAISON FOR INTERAGENCY ADMINISTRATIVE COORDINATOR:

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SUMMARY:

This topic was researched to determine whether an expanded administrative liaison effort would enhance the Agency's overall administrative posture, in terms of internal improvements and in our relationships with Congress and other agencies. My findings support the recommendation that such a role be created/expanded upon.

ADMINISTRATIVE LIAISON - CURRENT STATUS:

In order to draw some conclusions about what might be done, it was first necessary to gain an appreciation for what is already being accomplished in the way of administrative liaison with other foreign affairs agencies, as well as with Congress. On administrative matters, Agency liaison to Congress is handled almost exclusively through the Legislative Liaison Division (LLD) of the Office of External Affairs. There are occasions when representatives from other offices, after brokering by LLD, deal directly with Congress. For the most part, however, LLD carries out all Agency contact with Congress, with the majority of their total business being conducted on behalf of the DDO and DDI. Examples of some recent activities in the administrative area undertaken by LLD are a briefing on SAFE, which LLD set up on behalf of the DDA, and a briefing by DD/PERS on CIARDS. In general, Agency administrative matters that are discussed on the Hill are done so in response to requests by the Hill. An exception to this is found in the process for clearing regulations changes with one or more of the Oversight committees. In these instances, the Agency takes the initiative, albeit in response to a standing requirement. LLD's authority for dealing with Congress is derived from [redacted]


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Aside from LLD's limited role in dealing with Congress on administrative matters, liaison with other foreign affairs agencies is conducted primarily by the Office of Personnel. These contacts are essentially on an "as required" basis, i.e., in response to specific issues. For example, Benefits and Services Division deals with the Office of Personnel Management

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through cleared contacts to exchange information on health and life insurance programs in which the Agency participates.

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Retirement Affairs Division has a wide range of contacts with the personnel offices of other agencies in support of its out-placement service to employees who are retiring or otherwise separating from the Agency. RAD also deals with OPM on issues concerning the Civil Service and Agency retirement systems, and regularly sends an Agency representative to attend meetings of the Retirement and Insurance Advisory Board which is chaired by OPM.

Other divisions of the Office of Personnel having periodic contact with other agencies include Contracts and Allowances Division which deals with the Social Security Administration and with the State Department's Allowance Staff; Position Management and Compensation Division, with OPM; and Policy and Analysis Division, with NSA, DIA, FBI, State and OPM. PAD's contacts are generally between the Division Chief and the various agencies' Office of Personnel Executive Officers. They cover a variety of topics including personnel evaluation systems, annuity programs, senior service structure, domestic relocation allowance questions, etc. These contacts are primarily by telephone.

The above is not intended as an all inclusive rendering of Office of Personnel contacts with other agencies. To be sure, the Office of Personnel as well as the offices throughout the DDA have a wide range of administrative contact with other agencies. A common factor in all of these contacts, however, is that they are basically oriented toward predefined issues and the mechanics of achieving clearly defined objectives. There is no regular person-to-person contact with other agencies that is geared toward building interagency confidence and rapport, discussions of broad administrative concerns, or the sharing of insights on one another's current administrative problems, policies and future trends.

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In order to implement the Congressional liaison role - once an officer has been selected - it is recommended that he or she be formally identified to selected congressional committees, and that introductions be made to staffs by the Legislative Liaison Division. The officer should also be introduced to the two State Department liaison officers, who could further assist by making introductions to their contacts. A good deal of this job would be in the nature of public relations. It would take some time, therefore, to develop the necessary rapport and confidence to begin receiving a payoff for our efforts. But there is no doubt in my mind that it would indeed pay off.

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